

Panel Selection Interviews



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Who Is Responsible?

In all matters of selection, it is the selecting official - normally the first line supervisor - who is held accountable for the selection of a candidate

CPAC Role

The CPAC participates as an advisor to the selecting official and to the panel on issues such as panel responsibilities, panel composition, confidential nature of information, proper documentation and maintenance of selection and fairness of the process.

Goal of Interviewing

Acquire and document reliable
(and valid and legal) info that
will predict future
outstanding performers.

But - Do not give undue
weight to interviews – only
one tool

Step 1. To Panel or Not to Panel?

Check to see if panel interviews are mandatory in your organization for the position being filled or a career program requirement and advise your CPAC Generalist if they are.

If not mandatory, consider a panel or interviewing on your own or no interview. We recommend always interview at least the top candidates. WSMR Supp to WRegion MPP allows interview none, one, some or all of those referred.

Be sure and talk to **previous** and current (****See notes*****) supervisors of the person you are considering selecting - always. Get more supervisor names if you need to.

Step 2. Job Analysis

Selecting Official/Panel -
Review the job description to determine the essential functions – basic job duties that an employee must be able to perform satisfactorily.

Form - Job Analysis

Interview Job Analysis Civilian Personnel Advisory Center - WSMR

Duties from Job Description	Reason position exists? Yes or No	Consequences of not performing the function	Time Spent on the Function	KSA's required to perform essential function	KSA Technical or Behavioral?

Signature of Selecting Official Date

Signature of HR Generalist Date

Close Full Screen

Establish your Needs

Technical KSAs are more measurable than behavioral KSAs and soft KSAs

Toss out KSAs that are not based on essential functions

Toss out KSAs that can be learned on the job within about 90 days

Step 3: Review Resumes

Determine which KSAs you should evaluate from resumes. Applicants often don't put all of their experience on a resume - you are looking for the best applicant, not the best resume. Use your judgment.

Determine which KSAs you should evaluate from interviews -OR- both -OR- a different measurement tool such as Training, Appraisal, Awards.

Experience, Appraisal & Awards -mandatory.

Step 4: Develop Questions

Develop Interview questions, for those KSAs your job analysis showed measurable by interview.

Have your questions reviewed by your CPAC Generalist

You may want to develop a matrix

Develop Questions Cont'd

Interview questions should be concerned with the experience, training, skills, etc.

- The answers should provide evidence of whether the candidate possesses the knowledge, skills or abilities (KSA) set by the supervisor of the position. For example, the KSA of "ability to give oral presentations to large groups" may be one to be examined in the interview. A good interview question might be: "What experience have you had in presenting technical information to large groups?" In the questioning, you could ask about the size of the group addressed, if the audience challenged the information being presented, and to what extent the candidate participated in preparing the presentation.

Develop Questions Cont'd

Do not formulate hypothetical cases and ask the candidate to provide possible solutions.

For example, a typical KSA for supervisory positions is the "ability to delegate work." A good interview question would state: "What experience do you have in delegating work; what was the workload, how many subordinates did you supervise, what situations were encountered?" Do not ask: "What would you do in the following situation: You have 1,000 cartons of widgets to deliver.....your clerk is on leave; how do you get the cartons delivered?" This type of question is not objective and there are no right answers.

Develop Questions Cont'd

Do not ask questions that have an obvious answer and provide no means for distinguishing among candidates.

The questions "Do you like working with people?" has an obvious response. A question such as "What experience have you had that shows you can effectively deal with the public?" would be more appropriate.

Some questions have been included in so many interviews that candidates may expect them.

An example of this type of question would be "Why do you want this job?" There is no right answer. Candidates tend to have prepared answers for these kinds of questions aimed at what they think interviewers want to hear. This type of question adds nothing to the interview.

Develop Questions Cont'd

The vocabulary used in interview questions should be geared to the level of the candidates.

Specialized terminology, organizational abbreviations, and so forth, which may intimidate or confuse the candidate should not be used.

Do not ask test questions – questions with a right or wrong answer.

Develop Questions Cont'd

Print Preview

Print... | Back | Forward | Page 1 of 3 | Help | Close | 75%

PERMISS - Interview Subjects

Category: Recruitment and Placement Program

Interview Subjects

Subject	Illegal	Legal If Job Related
AGE	Any question which tends to identify applicants between 40-64 years of age is illegal. EXAMPLE: "Do you remember the 1940 election?"	There is no legal question you can ask regarding this subject. The CPC may request documentation to verify if necessary, to ensure legally set minimum age and maximum age limits are met.
CITIZENSHIP	Any of the following questions can not be asked: Are you a citizen of the United States? Are your parents' spouse a US citizen? Do you have US citizenship? Are you/spouse/ parent native born or naturalized?	There is no legal question you can ask regarding this subject. The CPC may request documentation to verify citizenship requirements, if they exist for the job being filled.
NATIONAL ORIGIN	Any of the following questions can not be asked: What is your national origin? What language is spoken in your home? What is your native language?	There is no legal question you can ask regarding this subject.
RACE/COLOR	You may not ask any question that directly or indirectly relates to race or color.	There is no legal question you can ask regarding this subject.
RELIGION	The following questions can not be asked: what church do you attend? What are religious holidays do you observe?	There is no legal question you can ask regarding this subject.
SEX	You may not ask any question which tends to identify applicants, for example: What are your plans regarding having children in the near future? Do you mind having children? Do you like children? Can you work with a group of men/ women?	There is no legal question you can ask regarding this subject.
MARITAL STATUS/FAMILY	Any of the following questions can not be asked: Are you married? Divorced? Widowed? With whom do you live? Do your children live with you? What ages are your children? Is your husband/ wife in the military?	There is no legal question you can ask regarding this subject. The CPC may request documentation to verify if other family members work at the installation to fulfill CRM requirements.
EDUCATION	You may not ask questions that specifically ask the nationality, racial or religious affiliation of a school; the candidate's education level in general, if not related to the job being filled.	You may ask questions concerning a candidate's academic, vocational or professional education as long as it pertains to KSAs related to the position being filled.

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PERMISS - Interview Subjects

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ORGANIZATIONAL AFFILIATION	You may not ask the following question: To what organization, societies and clubs do you belong?	You may ask questions related to this subject if it is related to the job being filled and how the candidate's participation in the organization may fulfill the KSAs
POLICE RECORD	Do not ask: Have you ever been arrested?	If the job being filled has special requirements (i.e., bonding), you may ask this question in order to fill this job, you must be bonded. Is there any problem that this presents?
WORK SCHEDULE/TRAVEL	Do not ask any questions that relate to child care, ages of children or other non job-related areas.	If the job being filled has special requirements (i.e., travel, overtime, unusual hours, etc.) these conditions may affect the candidate's ability to do the job you would have to travel 1 week in every month. Does this present a problem to you?
MILITARY DISCHARGE	The following question may not be asked: Were you honorably discharged from military service?	There is no legal question you can ask regarding this subject. The CPC may request documentation to verify this information if there is a requirement to do so.
ECONOMIC STATUS	The following questions may not be asked: Do you have a good credit rating? Do you have any trouble with bill/collection agencies?	There is no legal question you can ask regarding this subject.
SECURITY CLEARANCE	The following question may not be asked: Do you have a secret/ top secret/ other security clearance?	If the job to be filled requires a certain type of security clearance, the question may be asked. For example: "This job requires a top secret clearance. Does this requirement present any problem?"
PERSONAL PLANS	The following question may not be asked: Do you have plans to live in this area long?	There is no legal question you can ask regarding this subject.
PARTICIPATION IN CERTAIN ACTIVITIES	Do not ask the following questions: Do you plan to take savings bonds/ mutual funds to the Combined Federal Campaign/join the coffee club/join the United States Army Association (USA)?	There is no legal question you can ask regarding this subject.
MISCELLANEOUS	You should not ask any question that is not job related or necessary for determining a candidate's possession of required KSAs.	You may notify the candidate that statements, misstatements or omissions of significant facts may be cause for nonselection.

Content last reviewed: 4/13/2005-EM5

Related Topics References

Inappropriate Interview Questions
Interviews

http://cpol.army.mil/library/policy/mis/6744.html

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http://cpol.army.mil/library/policy/mis/6744.html

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Step 5: Develop a Rating Scale & Matrix

The scale indicates the different levels of experience, education, training that show possession of KSAs. (Do not show education as the only way to achieve a level.)

Give numerical values to levels on the scale.

Step 5: Develop a Rating Scale & Matrix

Allow enough points so that meaningful distinctions can be made; 5-10-15 points awarded is more clear than 1-2-3 points.

Rating scales provide a standardized method of making rating decisions and will also provide documentation of the interview process.

Do not use recency of experience to distinguish between levels unless you have cleared it with your CPAC Generalist.

Sample Form - Matrix

Job Title, Series and Grade: _____ Applicant Name: _____
Panel Member Name & Signature: _____ Date: _____

KSA	Score	Notes
Ability to Supervise Question: Tell us about your experience & training as a supervisor, team leader or project manager or equivalent.	12	Several years of supervisory experience & completed HRFS & LEAD
Knowledge of Electronics Engineering Question: Tell us about your experience with rabbit engineering	0	No experience nor training in designing rabbits.
TOTAL POINTS	12	
AVERAGE POINTS	6	

Instructions: Each panel member should complete one sheet for each interviewee. Based on the scale provided, assign a score to the applicant's response for each question immediately after the interview. Then discuss with the other panel members and come to a consensus. Panel members must document the reasons for the score assigned for each question. The panel chairman is responsible for assuring consensus and proper completion of forms.

Sample Rating Scale

115% Close

Panel Interview

Job Title, Series and Grade: _____ Date: _____

Rating Scale for: KSA #1: Ability to Supervise

Question: Tell us about your experience & training as a supervisor, team leader or project manager or equivalent

15 Point Level: Experience as a Supervisor or Project Manager of an Engineering Design Team.

12 Point Level: Experience as a Supervisor or Project Manager.

9 Point Level: Experience as a Team Leader of an Engineering Design Team.

6 Point Level: Experience as a Team Leader.

3 Point Level: Experience performing independently as a member of an Engineering Design Team, scheduling own work, setting and meeting own priorities.

1 Point Level: Experience as a member of an Engineering Design Team –OR- other type of engineering organization. (The panel may include additional examples of level of possession of KSAs, but must assure all applicants are rated under the additional criteria)

Signature below indicates agreement with KSA and point level definitions.

Panel Chairman Printed Name	Title, Series & Grade	Date
Panel Member Printed Name	Title, Series & Grade	Date
Panel Member Printed Name	Title, Series & Grade	Date
CPAC Specialist Printed Name	Title, Series & Grade	Date

Step 6: Select Panel Members

The make-up of interview panels should reflect diversity factors of those to be interviewed/rated such as sex, race and ethnicity.

Where no qualified minority group members/women are available, the promotion record will be documented to clearly show that substantial effort was made to locate such raters.

Step 6: Select Panel

Should be the same grade (or level) or higher as the job being filled.

Should be three panel members (odd number is best).

Selecting official may be the panel chairman

Step 6: Select Panel

Panel members should be subject matter experts or customers to the position being filled.

Panel members must excuse themselves if there is a conflict of interest.

Panel members may be from outside WSMR

Step 6: Select Panel

All panel members should be in agreement with the methods used to rank the candidates.

Managers/selecting officials/panel are responsible for developing objective, measurable, defensible criteria for reviewing resumes and for interviewing.

Panel Chairman Responsibilities

Panel chairperson selects team members, ensures interviews are scheduled, arranges date, time and place, greets interviewees and introduces the panel, leads team discussion at conclusion of each interview, assures consensus of final ratings, assures panel members record observations and records final results.

Step 7: Who to Interview

We recommend the panel interview all applicants referred, but management may choose to interview none, one, some or all of the candidates referred.

Panel may use resumes to narrow down who to interview – revisit all resumes if criteria changes.

Telephone interviews are acceptable.

Step 8: Preparing for the Interviews

If the selecting official is not on the panel, decide which panel member will be the panel chairperson.

Decide which panel member(s) will ask which questions.

Ask each interviewee the exact same question and try to use the same tone and inflection.

Step 8: Preparing for the Interviews

Do not ask follow on questions to clarify nor to expand on an answer.

One panel member should be assigned primary responsibility for maintaining eye contact.

One panel member should be assigned primary responsibility for taking notes. After each interview the panel reviews the notes and adds to them as needed.

Step 8: Preparing for the Interviews

Schedule the interviews (see next slide).

Interviewees should be given at least one full day advance notice. Telephone interviews are acceptable. If DEU referral, get declinations in writing (dated email ok), must send certified letter if you cannot reach an interviewee by phone.

Schedule the same amount of time for each interview and for the consensus discussions of ratings **immediately after** each interview.

Do not ask for nor allow additional written information from the interviewees.

Reasonable Accommodation

Ask each interviewee you are scheduling by phone “Will you require any special accommodations for your the interview?”

If you send written or email invitations, you should state something like “If you require any special accommodation for the interview, please let us know when you call.”

No Shows

If DEU referral, get declinations in writing, must send certified letter if you cannot reach an interviewee by phone. If they call to reschedule, pretty much have to do it, remember though, it can be done by phone.

For referrals other than DEU, use judgment. Don't call just once/give just one opportunity.

Step 9: The Interview

Panel should be seated behind a table and awaiting the interviewee - no shuffling forms, etc. Have a chair in front of the table for the interviewee.

Panel chairperson brings in the interviewee and introduces them to the panel. One panel member should be assigned to make a general comment for example about the weather to relax the interviewee a bit.

Step 9: The Interview

Read your introductory script.

Ask the questions and allow time for responses. Don't try to rush.

Read your closing script. Panel chairperson escorts the interviewee out and closes the door.

Sample Intro Script

Welcome to the interview for: title series grade. The panel members will be asking you questions and they will be taking notes. If there are silences, it may be because of note taking. The questions may be repeated, but they cannot be clarified nor expanded upon. You will have an opportunity at the end to ask questions. (You may want to say something about the organizational location of the position, work schedule). Let them know here if there are special requirements like drug testing, clearance, physical, duty station, etc.

Sample Closing Script

This concludes our portion of the interview. Thank-you for your participation. Please do not discuss these questions and your answers with others. You will be contacted if you are selected within approximately 2-6 weeks. Otherwise, you can see the results of your consideration in your ANSWER account at www.cpol.army.mil. Do you have any Questions?

Step 10: After Each Interview

After each interview:

- the panel should make sure the note taker wrote down appropriate notes
- each panel member independently assigns a score for each question
- panel members discuss the scores they gave and come to consensus.

Step 11: Final Score

The next step is to assign scores for the KSAs to be measured by the resume. This may be done before interviews.

Compute the average score of each interviewee. This includes the total of all scores.

Step 11: Final Score

List the interviewees in score order and look for a meaningful break to determine at least the top three to recommend to the selecting official for 1 vacancy, add 1 for each additional vacancy.

Meaningful break indicates a specific type of experience, training or education that those referred will have that those not referred do not have.

Referral to the Selecting Official

Those referred to the Selecting Official should be listed in the order that they are recommended. Let the Selecting Official know what the order is.

The Selecting Official may (but is not required to) conduct a selection interview with one or more of the applicants referred.

Referral to the Selecting Official

The Selecting Official must consider experience, performance appraisals and awards that relate to the position being filled. Selecting Officials may consider interviews, training, tests (tests must be validated and approved through CPAC), etc.

The Selecting Officials must base their selections on one or more legitimate, job-related reasons as to why the selectee may be expected to perform the job most successfully.

Making the Selection

Selections must be based on Merit Factors and will be made without regard to political, religious or labor union affiliation or non-affiliation, marital status, race color, sex, national origin, non-disqualifying disability, age, favoritism or patronage.

Contact past and current (**See Notes**) employers. The best indicator of an applicants future success is their past success. Questions on performance only, you may not consider discipline issues such as attendance and tardiness.

Document Reason for Selection

State what job-related specific experience, training or education is the reason for your selection.

Make sure that no other person referred has the experience, training or education -OR- does not possess to the degree of the selectee -OR- does not have the combination you used.

Document Reason for Selection

Sample: I have selected Superman because of his experience saving lives and property. I considered performance appraisals and awards in the selection process. This selection was not based on nepotism, favoritism, race, color, religion, sex, national origin, age, handicap, marital status, sexual orientation or political affiliation.

Nepotism

Nepotism is defined as favoritism shown to a relative. An employee may not appoint, employ, promote, or advance a relative in or to a position within the Department (not just your bureau) over which the employee exercises jurisdiction or control over the relative. It is also a violation of both the Merit System Principles and a Prohibited Personnel Practice – subject to investigation by the U.S. Office of Special Counsel.

"Relative" means an individual who is related to an employee as a father, mother, son, daughter, brother, sister, uncle, aunt, first cousin, nephew, niece, husband, wife, father-in-law, mother-in-law, son-in-law, daughter-in-law, brother-in-law, sister-in-law, stepfather, stepmother, stepson, stepdaughter, stepbrother, stepsister, half brother, or half sister.

From PERMISS Don't **EMPLOY** or **ADVOCATE** a relative.

What are the Interviewees Thinking

Interviewees are advised by consultants to pay attention to your body language.

Is the panel paying attention to you? Are they turned toward you, leaning forward, nodding and smiling? If so great! You are on the right track.

Is the panel turned away from you, not making eye contact? Shuffling papers? Do they have a posture that is slumped away from you? Are their arms crossed in front of them? If so, it is time to re-group. Your response may be off track. Ask them to re-phrase (which we cannot do) the question.

Think in advance how you want to respond if their body language shows you are on the wrong track or have lost their interest.

What are the Interviewees Thinking?

They are advised to review common interview questions, put themselves in the panel's position and imagine what type of a response would impress you.

A list of common (not necessarily good) interview questions is in the notes section of this slide.

Types of Interviews

Individual interviews – one on one – typical

Panel Interviews may also be structured interviews

Serial Interviews – 2-8 interviews on the same day. Applicant goes from 1 panel member to another.

Video Interviews and Teleconferencing – may ask for submission of a video tape or conduct the interview remotely

Types of Interviews

Assessment Centers – variety of exercises such as inbox exercise, written exercise, oral presentation, etc. (Must be validated through CPAC)

Structured Interview – formal, same pre-determined questions asked of all with pre-determined point values for answers.

Questions?

- The end.
- Questions?



Checklist

Prior to receipt of referral for Structured Interview:

- 1 Complete the Job Analysis to Identify KSAs (Slide 19)
- 2 Develop Questions
- 3 Define Point Values on a Rating Scale (Slide 20)
- 4 Have Job Analysis and Questions Reviewed by CPAC
- 5 Select Panel Members
- 6 Contact Panel Members

Immediately upon receipt of referral:

- 7 Review Resumes to Determine Who to Interview – may be combined with #11 below.
- 8 Schedule Room
- 9 Schedule Interviewees
- 10 Accommodation Request to EEO (Usually N/A)
- 11 Convene Panel to review Job Description, Job Analysis, Point Values, Questions to be Asked, Resumes and Administrative Procedures.
- 12 Conduct Interviews
- 13 Document Selection and return referral by email to WCPOC, CPAC, EEO, Administrative Officer

If a panel is not to be used, follow steps 1, 2, 4, 7, 8, 9, 10, 12, 13